

COMMUNITY PROBLEM ORIENTED POLICING

# Collaborative Agreement Annual Problem Solving Report

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**AUGUST 2006**



**City of Cincinnati  
Cincinnati Police Department  
Community Police Partnering Center  
American Civil Liberties Union of Ohio Foundation  
Fraternal Order of Police**



### **On the Cover**

*The Bond Hill Business Association CPOP Team transformed a vacant lot once rampant with littering, loitering, and drug trafficking into a produce market. Not only do residents now have a convenient venue to purchase fruits and vegetables, this successful CPOP effort has increased legitimate foot traffic in the neighborhood to the delight of Bond Hill residents and businesses.*

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# Community Problem Oriented Policing

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## The Road to Safer Communities and Stronger Community-Police Partnerships

The Collaborative Agreement is a tangible commitment to Community Problem Oriented Policing, or “CPOP” by the City of Cincinnati. This innovative approach to public safety emphasizes mutual accountability between citizens and police who act as partners in producing safer communities. At the core of achieving this goal is a strong and effective community-police partnership that embraces the CPOP methodology.

The CPOP approach to public safety is consistent with the founding principles of modern policing as written by Sir Robert Peel, who is widely considered “the father of modern policing,” 184 years ago:

Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.

High crime communities have had the contradictory experiences of being over-policed and under-policed. They are over-policed in that community members are subject to more frequent police intervention. They are under-policed in that these communities still have elevated crime rates, despite the disproportionate devotion of police resources. While this intervention is driven by many factors beyond police control, it none the less results in strain in community/police relations.

Traditional crime reduction efforts have generally been offender-based, and emphasized law enforcement as the primary strategy. CPOP instead embraces “situational crime prevention.” While not ignoring

offender-based strategies, CPOP focuses more broadly on reducing opportunities for crimes to occur in specific situations and at particular locations. Further, CPOP relies strongly on community engagement in a problem-solving process known as SARA: Scanning, Analysis, Response, & Assessment. SARA focuses on analysis to determine what may be effective strategies to influence the three elements known as “the crime triangle”: offenders, potential targets/victims, and locations. Changing or eliminating one or more of those elements will reduce neighborhood crime and disorder problems.

The goal of CPOP is to implement community-driven problem solving efforts. Doing so will result in the achievement in:

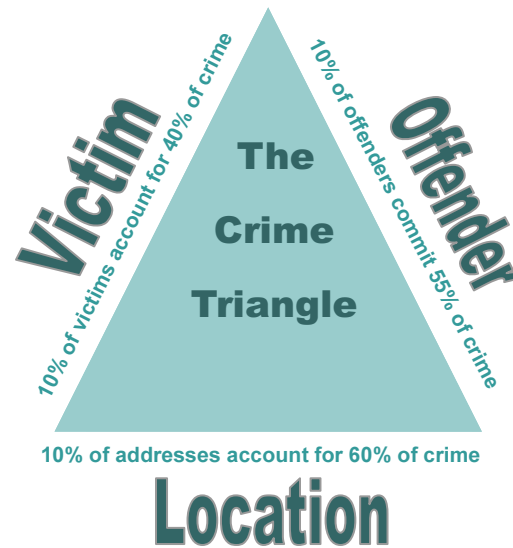
- reduction of incidents of crime and disorder,
- reduction of harm from crime and disorder events, and
- better handling of crime and disorder events.

Citizen input and involvement is the key to this process. When there is significant participation by the community’s stakeholders – its residents, business owners and managers and leadership – then the programs that work to reduce crime are more likely to have a sustained effect on the problem and to produce favorable results. Without sustained action by these stakeholders, enforcement initiatives often have limited and short-term benefits. And because only about half of violent crimes and one-third of property crimes are even reported to police and only one in five serious crimes are solved, strategies that focus solely on the offender have limited ability to impact crime.

Locally, there have been many successful citizen-led CPOP initiatives that have benefited from the creativity of citizens at all stages of the SARA problem solving process. Later in this report you will read of some of these success stories (see pages 16 – 23).

The number of community-led CPOP efforts has grown and evolved since the first problem solving pilot programs began in six Cincinnati neighborhoods five years ago. Cincinnati’s CPOP teams have brought together residents, police, city departments, businesses, and other stakeholders to develop and implement effective strategies to reduce crime and disorder.

In this process relationships between the police and the public they serve have also improved. Familiarity and common goals have bred mutual trust and respect. This is critical, because before a CPOP team can be truly effective in reducing crime at a target location, the police and the community representatives have to be able to trust each other. Where trust is low, the foundation of a CPOP initiative needs to focus on relationship building with citizens and police.



A crime cannot occur without a victim, an offender, and a location. Therefore, CPOP teams work to remove at least one branch of the triangle. For example, they might alter a location - making it difficult for illegal activity to take place there. Or they might educate potential "victims" on how to avoid behavior that puts them at risk. Through the combined efforts of community members, Cincinnati Police Department personnel, and Community Police Partnering Center staff, CPOP Teams are improving both safety and quality of life in Cincinnati's neighborhoods.

Furthermore, a lot of the work of CPOP initiatives is about changing the culture of a neighborhood. Leadership development and the empowerment of community residents also needs to take place hand-in-hand with the development of CPOP teams in neighborhoods.

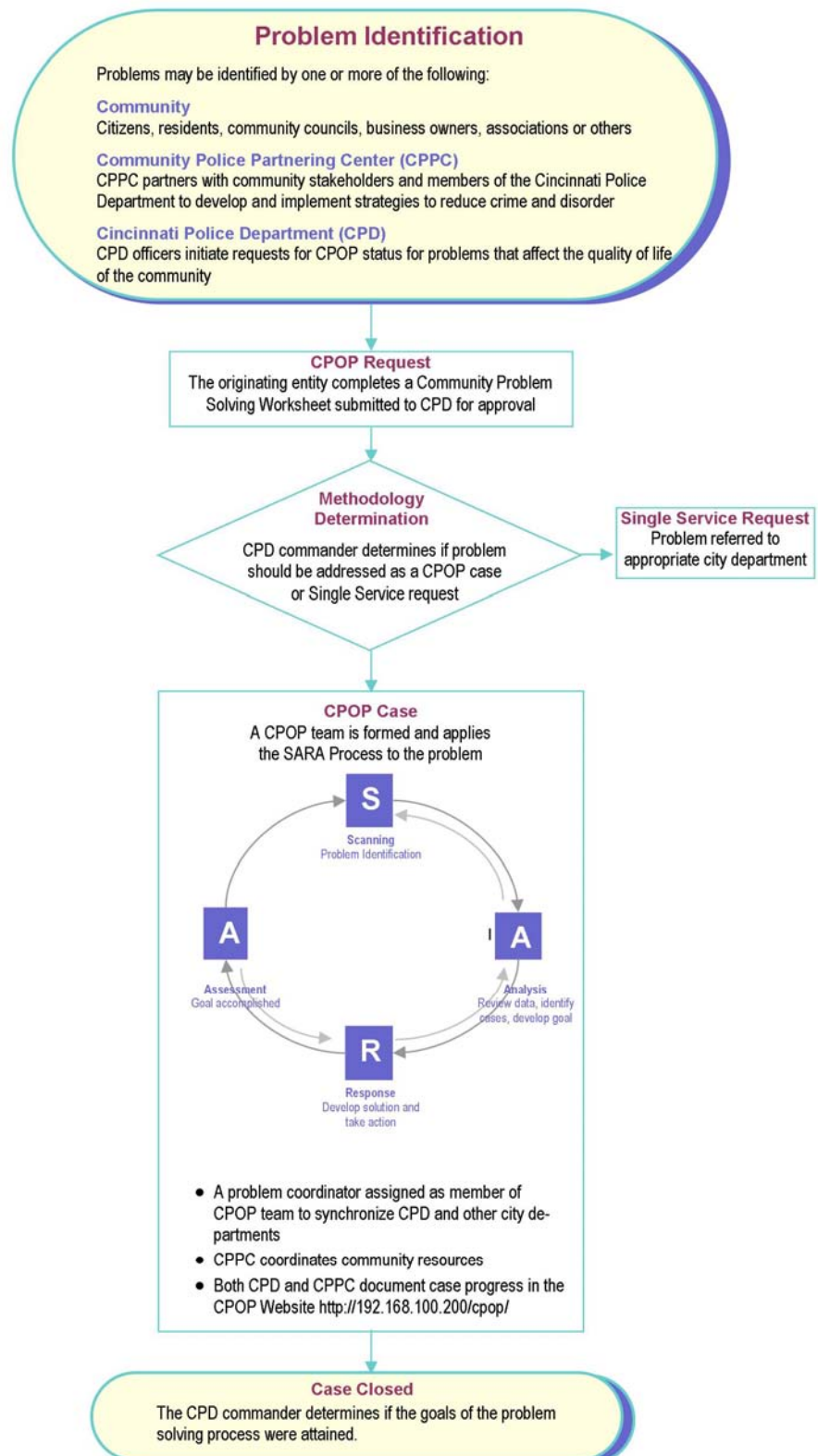
Lastly, to maximize success the neighborhood CPOP projects need to always include in their problem solving the various elements that make each community unique: its individuals, citizen associations, business and nonprofit organizations, educational and faith-based institutions. Teams are most successful when they reflect and embrace the diverse assets of a neighborhood.

Happily, we have successful strategies in other communities involving citizens and police to learn from such as the

“Boston Miracle”, a comprehensive initiative that was responsible for significant reductions in youth gun violence in the mid-1990s and more recently, the miraculous elimination of open air drug markets in High Point, North Carolina.

Our work must always include building increased trust and partnership between police and citizens in our high crime neighborhoods. It is ultimately this commitment combined with citizen participation and hard work by all involved that will create a vibrant future for our city where the population can live, work, and play in safe environments.

## CPOP Process Overview





# CPOP—An Evolutionary Process in Policing Philosophy and Methodology

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**Colonel Thomas H. Streicher, Jr.**  
**Chief of Police**

New police techniques and technology are constantly being developed. Back in the early days of this police force, the main criteria for becoming an officer, or watchman as the first ones were called, was a brawny physique. The ability to chase suspects down an alley, physically subdue them and break up fights was a requirement.

As the years went on, however, an increasingly enlightened leadership realized that while physical strength was an important attribute, even more critical to effective policing was intellectual skill. Preventing fights rather than just breaking them up, analyzing crime scenes for clues, and taking steps to make the local environment safer all became important aspects of policing. Laws that limited the number of hours bars could be open, technology that enabled the police to gather evidence at crime scenes that helped identify and implicate the criminals, and such simple things as street lighting and speed limits all worked together to make Cincinnati an increasingly safe community.



## Dealing with change

When a particular policing process or philosophy seems to be working well, the easy thing is to say “if it ain’t broke, don’t fix it.”

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A WEEK”**

Certainly, that is a comfortable stance. Leaving things be is the easy thing, the comfortable thing, but it is not the most responsible or proactive stance for police leadership to take. The fact is all around us other things are changing. The CPD has to be ready to meet these changes. Some we can anticipate. Others we must simply be flexible enough to respond to what we were not expecting, but

still must be ready to handle because we are guardians of the community’s safety and quality of life.

Community Problem Oriented Policing or CPOP is just such a situation. As this philosophy of policing has been evolving over the last two decades – through a variety of names, I might add – it has slowly but surely become better and stronger, as well as more comprehensive, in what it is able to accomplish. But it is far from perfect and some of the evolutionary steps have been harder than others. We, the senior leadership of the CPD, must consider what is happening with this process and how we must change it to make it a more effective tool in carrying out our work.

In the last few years, a key player in CPOP has been the “Neighborhood Officer” in each of the 53 neighborhoods that make up Cincinnati. These men and women have worked with local “CPOP teams” to address specific issues of crime and disorder. They have done a good job and I am proud of what they have accomplished.

But ... it is not enough. We need the CPOP philosophy, the CPOP process, to be fully integrated throughout the department, not only reside with one special unit. It also needs to be part of police work 24-hours-a-day, seven days a week.

## Each new class is trained in CPOP

Towards that end, each new recruit class that is graduated from the Academy is getting significant training in the CPOP process. Not only do they learn about CPOP as a police officer, but also as a responsible citizen. On September 22, we graduated 46 new CPD officers. Their training included attending CPOP team meetings and working on a CPOP project. In fact, recruits were given hands on experience in the Northside neighborhood by working collabora-



**Members of the 100th Recruit Class joined with hundreds of other local residents one Saturday in May to pick up litter in Over-the-Rhine as part of the Great American Cleanup Day. The visual attractiveness of an area adds to the quality of life of those who live and work there.**

tively with residents on a problem of thefts from parked cars. They had a direct impact on developing a response based on concerns voiced at the community meeting.

They also took part, as volunteers on their own time, in the Great American Clean-up that was held one Saturday several months ago.

Did they do that to learn to pick up trash? No. They did that to reinforce a cultural value of this Police Department that good citizenship is part of what being a good officer is all about. They did that to improve the quality of life for the people they serve, as well as for themselves and their own families. They did it because they *are* good citizens and it is the *right thing to do*.

I feel very confident that each of these 46 bright and committed men and women are carrying what they have learned about CPOP with them every single day they

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report for duty. Even more important, they are also passing their new skills and knowledge onto their more senior fellow officers.

## Current changes in CPOP

Last February, the decision was made to reassign Neighborhood Officers to various units within the Cincinnati Police Department. As is true with any major transition, this change has not been an easy one and we knew that would be the case. I realize that some citizens are unhappy about this change and feel that way because they were so pleased about what was in place before.

Change can be hard, but I assure you we would not have implemented this change were we not very sure it is the best thing we can do to make the Police Department stronger and improve our service to the community. Some of our officers have more skills than others do with the CPOP process. However, with each passing day, all of us are getting better and will continue to do so.

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In addition, this change is an important way of developing and grooming the next generation of police leadership. In the next five years there will be a significant turnover of the Command Staff (captains and above) leadership. We, the senior leadership, have a responsibility to plan for leadership succession. We must prepare our mid-level managers so that when the time comes they

will be ready to address the complex responsibilities they will face using their new level of authority. And as they assume these positions, the philosophy of CPOP must be firmly integrated into their thinking.

I have, however, listened carefully to the concerns voiced by some of our citizens. Our district commanders have been charged with attending the various neighborhood council and CPOP team meetings as needed, and bringing with them the appropriate lieutenants, sergeants and other officers, so they will all become knowledgeable about activities and concerns. As the integration of CPOP through the department is accomplished, there may be some neighborhoods that need, for a period of time, to have a Neighborhood Officer to supplement their activities.

## CPOP as a global philosophy

I feel firmly that CPOP is more than addressing and solving individual problem situations. In its highest and finest form, it is a very global policing philosophy. That is, CPOP can be making a corner safer by boarding up the broken windows of a vacant building. But at the highest level, it is doing something that helps revitalize the community so that instead of a vacant building, a thriving business or safe, pleasant residence is on that corner.

Economic development activities are a form of CPOP, not just because of the money they bring to a community, but because of the activity — the people who visit, walk by and live in that area. Where there are people and positive energy, there is a safe, desirable place to live, work, go to school and worship.

That is what we want for the citizens we serve and that is what we want for ourselves and our families.

Colonel Thomas H. Streicher, Jr.  
Police Chief

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# Embracing the Environment

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## Incorporating Crime Prevention through Environmental Design (CPTED) in Cincinnati's Problem-Solving Efforts

Crime Prevention Through Environmental Design (CPTED, pronounced “sep-ted”) is a strategy which incorporates the basic principles of crime prevention and applies them specifically to identifiable “spaces” or “environments” and how those spaces are used. CPTED has proven to be a proactive, powerful and effective tool in combating problems of crime and disorder, particularly in areas where other strategies have repeatedly failed.

The essential premise is that if aspects of any environment are leading to its hosting illegal or undesirable activity, alter or eliminate those factors so that the problem activity is either halted or at least minimized before it occurs.

Though numerous ideas, theories, and practices have developed around the concept of CPTED, the four foundation principles are: natural surveillance, image, territoriality, and access control. All CPTED analyses and initiatives should begin with defining, explaining, and understanding each of these areas as they relate to the use of a particular environment.

### Natural Surveillance

Natural surveillance is concerned with what can be seen or “surveyed” in and around a particular space, whether it is indoors (e.g., an apartment building) or outdoors (e.g., a park). For example, in an apartment building the opportunities for natural surveillance should be maximized to view the interior areas, such as hallways and laundry rooms, as well as the exterior.

Some typical and useful measures for enhancing natural surveillance include:

- putting in new windows,
- installing interior and exterior lighting, and
- trimming bushes and trees which might obstruct views (or “sight lines”) or serve as hiding place for people or contraband.

A CPTED fence is often a key component in improving natural surveillance. “CPTED fencing” defines a space and can provide a barrier as does other fencing; however, CPTED fences are generally lower in height and constructed so those on either side of the fence can see what is happening on the opposite side.

Generally speaking, people considering crimes against persons or property are less likely to choose a place where they run the risk of being seen, identified and subsequently caught.



**The fencing around this park is a perfect example of “CPTED fencing” that defines an area, provides some security and yet does not hinder visibility.**

## Image

IMAGE as a CPTED principle addresses management and maintenance of space. Crime is often concentrated in areas where there are dilapidated and abandoned buildings, litter or graffiti. If these problems are not addressed with reasonable promptness they can exacerbate crime by providing a safe haven for illegal activity. If left unchecked, crime may escalate to the point that a property manager may lose the ability to deal effectively with criminal activity. Therefore, a neglected property may imply that management might be inclined to overlook or ignore criminal activity.

Evidence of regular maintenance, and quick response to incidents of vandalism and graffiti, infers responsibility. It indicates that the owners will be proactive in deter-

ring illicit activity. Well-maintained properties send strong messages about who should be there and who should not.

## Territoriality

The CPTED territoriality principle involves establishing who the “owners” or “legitimate users” of a space or environment are, as well as how that ownership is reinforced.

Fencing the perimeter of a property is one method to demonstrate territoriality. A fence does not have to be tall or topped with razor. It just needs to be high enough and sturdy enough so that it is clearly visible and some effort is required to cross it or enter through its gate. It should be constructed in such a way that those who breach it can clearly see they are on the guarded property of another.

Just because a space is in a public common area does not mean territoriality and guardianship cannot be affirmed. Office buildings and individual business parking lots should be well-maintained and trash free. Lighting should illuminate the area, but not blind those who are looking at it after dark. Proper lighting sends the signal that this space is being used regularly and watched. Businesses can also post signs such as those warning trespassers, solicitors, and other undesirable users of the space that their presence will not be tolerated.

Establishing and maintaining territoriality in public spaces can be more complex. Most city parks are designed for daytime use. As long as any public space is enjoyed regularly in this spirit by legitimate users, territoriality can be reasonably well-established. However, territoriality is often “up for grabs” after hours when legitimate use of a park ceases or sharply dwindles.

If daytime territoriality needs to be re-established or initially implemented, stakeholders might consider holding regularly-scheduled community events there. This serves to encourage more positive activity. If criminal and other illegitimate activity at night is a concern, a CPTED/CPOP effort may well assist in territorial reinforcement by the community. In addition to police patrols of the area, people who work on second or third shifts and drive or walk by the space should report any suspicious activity or persons to the police. A CPOP team can convene walking “surveillance” of the area after dark to see what is going on and establish a legitimate presence there.

## Access Control

The CPTED access control principle is critical if the usage of a space is to remain legitimate. Access is preferably controlled through informal means whereby any illegitimate user would likely have his or her presence noted by others in the area.

If access control is more formally implemented by using gates, locks, fences, or electronic security systems, it should not be so stringent as to prevent access to potentially legitimate users. Overzealous control may also dampen the pleasure of those who wish to enjoy the area as it was intended. Access control is not a cure-all. Owners must also remain mindful that criminals are often quite adept at defeating physical barriers such as security systems. In implementing any access control measures, the utilization of natural surveillance and proper territorial reinforcement should enhance all efforts.

## Problem Solving with CPTED

These basic principles -- natural surveillance, image, territoriality, and access control -- have provided a framework for urban design and planning projects. They are being adopted around the world, including Cincinnati, as part of comprehensive crime and safety initiatives.

“Learning about CPTED principles has helped me to understand that ‘legitimate users’ have lost territory in several areas of our communities and thereby, in large portions of our city,” said Prencis Wilson of the Madisonville CPOP Team. “CPTED teaches us that an effective way to decrease disorder and reduce crime is for citizens to ‘reclaim space.’ Reclaiming space is the first step because if no one ‘owns’ a space, then someone else will take it over. We would have less disorder by ‘reclaiming’ our communities, our city and turn it over to legitimate users.”

Problem solving approaches, including CPTED, are the most effective and least negative way to address community crime concerns. The result will be a continually better community for everyone.

# Crime Prevention Through Environmental Design

By analyzing and modifying the physical environment communities can:

- Reduce crime opportunities
- Reduce neighborhood blight
- Build community cohesion

## The Four Basic CPTED Principles

### TERRITORIALITY

Turning over a particular area to legitimate users so they will be more likely to adopt ownership over that place, thus creating “defensible space.”

### ACCESS CONTROL

Control who goes in and out of a neighborhood, building, park, etc. This can be done through landscaping, fencing, and the strategic placing of exits and entrances.

### IMAGE

Manage and maintain space, from small scale to the large scale. If a property is well maintained, it shows that management or the owner care for and will defend the property against crime.

### NATURAL SURVEILLANCE

Placing legitimate eyes on the street to make a place unattractive for offenders, thus preventing it from becoming a place where they want to commit a crime.



# Current CPOP Statistics

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## Training Overview

The Community Police Partnering Center (CPPC) and members of the Cincinnati Police Department conduct numerous trainings throughout the year. These courses on the SARA process and specialty problem solving techniques instruct citizens how to develop and implement methods to reduce crime and disorder while facilitating positive engagement and increased trust between the police and neighborhoods.

Not only were 922 members of the public trained in the past year, CPD officers also honed their problem solving skills. On February 12, 2006, the Cincinnati Police Department committed to integrating the CPOP philosophy throughout the department. Realizing that some officers have more CPOP related skills than others, all districts at all shifts attended a series of trainings at CPD roll calls. The officers received in-depth instruction on the work of the Partnering Center and met the CPPC staff working in their district.

Group(s) Trained	Date	Training Topic	# People Trained
Madisonville Community Members	September 2005	Drug Prevention, Treatment, Enforcement Strategies	27
Price Hill Hispanic Community	September 2005	Community Safety	14
Millvale Community Members	September 2005	Court Watch Training	11
Walnut Hills Community Members	September 2005	Court Watch Training	18
Evanston Landlords	September 2005	Landlords and Crime Prevention	17
Avondale Community Members	September 2005	Blight Index	2
Mt. Airy Community Members	October 2005	Court Watch Training / Safe and Clean Grant	13
East End Community Members	October 2005	Safe and Clean Grant / City Watcher	8
Kennedy Heights Community Members	October 2005	City Watcher Demo	18
CPop Leaders	October/November 2005	CPTED Workshop by Greg Saville	15
Xavier University Community Leadership Academy	November 2005	Introduction to the Partnering Center, CPOP, and SARA	24
Mt. Washington Community Members	January 2005	Asset Mapping	13
Clifton /University Heights/ Fairview (CUF) Community Members	February 2006	SARA Process	35
Kennedy Heights and Northside Community Members, CBI	February 2006	Neighborhood Summit: Citizen Responses to Drug Sales	35
MARCC Annual Meeting	February 2006	Introduction to the Partnering Center, CPOP, and SARA	90
South Fairmount Community Members	February 2006	Personal Safety at St. Francis Apartments	11
Over-the-Rhine Community Members	February 2006	Citizen Responses to Prostitution	18
West Price Hill Community Members	February 2006	SARA Process	12
College Hill Community Members	March 2006	Introduction to CPTED	10
Westwood Community Members	March 2006	SARA Process	5
Northside Community Members	March 2006	SARA Process	5
Evanston and Norwood Community Members, Xavier University Leadership Academy	March 2006	Introduction to the Partnering Center, CPOP, and SARA	12
Cincinnati Human Relations Commission	April 2006	Introduction to the Partnering Center, CPOP, and SARA	11
YWCA	April 2006	Introduction to the Partnering Center, CPOP, and SARA	8
General Public, CPOP members	April 2006	CPop Summit	277
Cincinnati Human Relations Commission	April 2006	Introduction to the Partnering Center, CPOP, and SARA	6
Riverside Community Members	April 2006	SARA Process	8
Millvale Community Members	April 2006	SARA Process	11
Westwood Clergy	May 2006	Introduction to the Partnering Center, CPOP, and SARA	9
CPop Leaders	May 2006	Midwest Academy: Training in Community Organizing	12
Jurisdiction-Wide Residential Advisory Board (J-RAB)	May 2006	Court Watch Training	4
Youth Curfew Center Volunteer Orientation	May 2006	Youth Curfew	29
Jurisdiction-Wide Residential Advisory Board (JRAB) for CMHA Executive Board	May 2006	SARA Process	5
Gang Prevention Telecast	May 2006	Gang Prevention Telecast and Discussion	19
Mt. Airy Town Council	May 2006	SARA Process	4
Law and Public Safety Committee	June 2006	Environmental Approaches to Improving Safety: Keys Crescent / East Walnut Hills	30
Lower Price Hill Landlords	June 2006	Landlords and Crime Prevention	15
Unitarian Universalist Church	June 2006	Introduction to the Partnering Center, CPOP, and SARA	35
Kennedy Heights Landlords	June 2006	Landlords and Crime Prevention	10
Avondale Community Member	July 2006	Richard Muhammed	1
The Off the Streets John School	July 2006	The Impact of Prostitution on the Community	15
<b>TOTAL CITIZENS TRAINED</b>			<b>922</b>



## CPOP Neighborhood Status

As CPOP evolves in Cincinnati, and neighborhood problem solving teams become more knowledgeable and sophisticated about various crime and disorder prevention tools, techniques and best practices, the number of CPOP teams will ebb and flow as some problem solving efforts are resolved and closed out, while new problems are identified and new teams are formed to work on them.

As of August 2006:

### 18 Active CPOP Teams

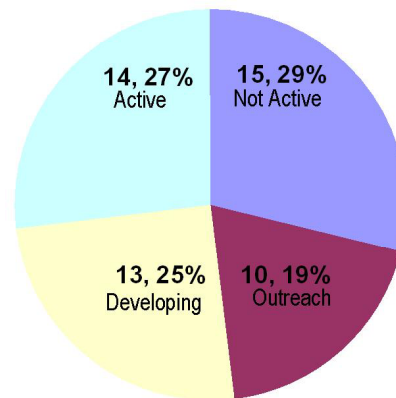
Some neighborhoods have multiple CPOP problem solving efforts simultaneously.

### 8 Closed CPOP Cases

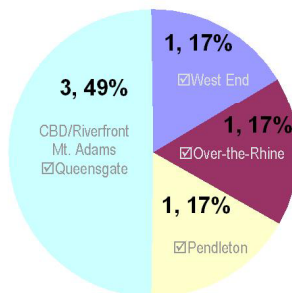
Previously "Active" CPOP teams completed the SARA process on their identified problems, and these cases were subsequently closed.

**47 neighborhoods have received training in the SARA problem solving method**

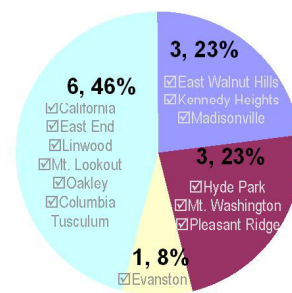
## All Neighborhoods



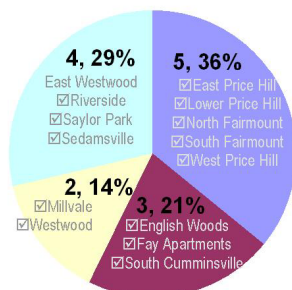
District 1



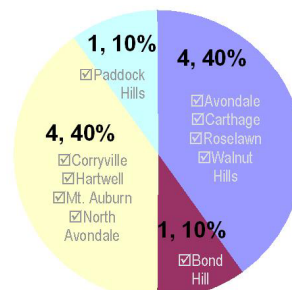
District 2



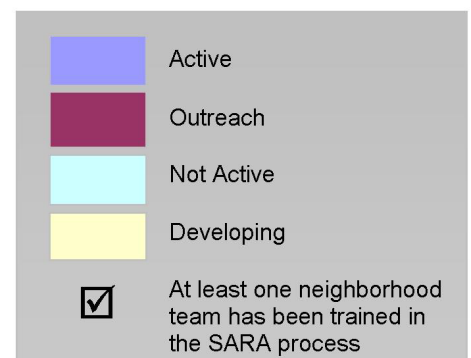
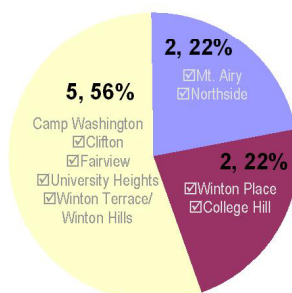
District 3



District 4



District 5



# CPOP Case Highlights

Currently there are 18 CPOP teams actively using the SARA problem solving methodology to address and correct local community problems of crime and disorder. The following CPOP projects were selected as representative of the activity of the last year. They highlight the accomplishments of several different CPOP teams. As is consistent with the Collaborative Partners definitions of CPOP, each of the projects have community members actively involved and working with the support of both CPPC and CPD staff. Other City departments are often also involved in the effort.

## Downtown Central Business District

### Juveniles truant, disorderly conduct

#### SCANNING

The downtown public library has become a central meeting place for young people. Area businesses have complained of disorderly conduct, fighting and blocking of sidewalks by the adolescents and young adults congregating in the area. The problems were both inside the library and outside in front of Garfield Suites, Piatt Park and the general area.

#### ANALYSIS

The closing of the government square where the young people used to wait to transfer to buses was seen as a critical factor. Pedestrian traffic was increased as they walked to different bus stops. There was a perception of increased loitering at corners and a documented increase in calls for service and increased arrests for crime. It was also determined that many of the young people present during the day were skipping school.

#### RESPONSE

District 1 began conducting truancy sweeps each week. Initially, nearly 40 truant juveniles were regularly being picked up during a sweep; by the end of the school year, only a few truant were picked up on any given sweep.

To discourage loitering, the Downtown Ambassadors are spending more time in the area. The library has begun playing classical music over the loudspeakers in the park and has added a security camera to monitor the area. The University of Cincinnati has dedicated a graduate student to research the underlying causes surrounding the library as a

meeting place and make a recommendation on handling this. Queen City Metro is reviewing the bus stop situation and considering alternatives.

#### ASSESSMENT

Officers continue to monitor the juvenile activity in the area and take appropriate action as necessary. Area business owners and library personnel have commented on the improvement following police response to the problem.



**At first glance it may seem odd that students are being removed from the downtown library by the police. Unfortunately, they were not studying, but rather using the library as a hangout when they should have been in school. In most instances, the truant adolescents were returned to their respective schools for some real studying!**

Photo compliments of WCPO.com

## Lower Price Hill

### Prostitution and Drug Sales

#### SCANNING

The Lower Price Hill CPOP team identified the area around the intersection of Neave and St. Michaels Streets as having prostitution and illegal drug activity. This is an on-going quality of life issue that has had a negative impact on the neighborhood for some time and is discussed at virtually every community meeting.

#### ANALYSIS

The situation is a classic study of what happens when key members of a neighborhood become disengaged. In this case, business owners were tolerating loitering on their premises, owners of vacant structures were not maintaining the buildings leading to security issues as well as visual blight, and area residents accepted as their due inadequate street lighting which in turn facilitated illicit activity and led to their feeling of intimidation. CPOP teams walking the area repeatedly found dangerous litter such as broken glass and used needles, as well as other trash. Abandoned mattresses, believed to have been used by prostitutes, were found behind buildings and in alley ways.

#### RESPONSE

With the goals of preserving the quality of life, reducing drug dealing as well as lewd and indecent behavior, the Lower Price Hill

CPOP team began aggressive actions to improve the situation in 2004. These activities continue to this day. Citing code violations, the team worked with the Health Department to have the mattresses removed. The rental manager of one structure was strongly suspected of illegal drug activity. When the building's owner was advised of what was going on, this manager was fired and the owner became involved in enforcing tenant rules and better maintenance of his property. The Lower Price Hill CPOP team makes regular walks through this area picking up litter and talking with individuals on the streets. The team members distribute literature on assistance for drug dependency and employment assistance to people they encounter during these patrols.

#### ASSESSMENT

This situation is a work in progress, but there is increasing buy-in by local residents that with time and effort, change can come. Most important, they are receiving training and assistance in standing up for their neighborhood and their rights for a safe environment. The problem is not over, but a genuine effort is underway.

## Carthage

### Public drunkenness, prostitution, drug sales, gunshots, blocking sidewalks, excessive noise and intimidation of citizens

#### SCANNING

Citizens and officers reported numerous incidents of disorder around 6800 Vine Street. Business owners reported disruptive behavior and vandalism, which caused fear among customers. The Valle Verde market at this corner is frequented by many customers and it is a source of pride for a neighborhood that values multi-ethnic relationships which coalesced around and were symbolized by the Guatemalan store. Residents who walk shop and worship in this area were becoming fearful of doing so and wanted to "take back their neighborhood."

#### ANALYSIS

Residents had long noted the reoccurring problems in this vicinity. In addition to calls for service records, there were detailed written records on suspected crime and disorder made by citizens which were shared with the police. City records from different departments were utilized to identify the breadth

and scope of the problem. Group observations at various hours further detailed the specifics of problem activities and individuals. Like many industrial communities, Carthage has experienced a decline as much of its economic base had been removed. Many businesses have tolerated loitering and trespassing on their property, which emboldened some individuals in their activity. The exodus of residents who had long lived in Carthage added to the community's diminished stability.

#### RESPONSE

After discussing several options, a "community sit out" was chosen to make it clear to people who were misbehaving that residents were going to be visible and demand proper behavior in their neighborhood. Once implemented, the effectiveness of this effort will be evaluated and further action taken as necessary.

## Over-the-Rhine

### Open-Air Drug Sales and Drug Use, Disorderly Conduct, Loitering

#### SCANNING

Increasing complaints from local residents as well as Art Academy students and faculty, and observations by area officers of illegal drug activity, disorderly conduct, and loitering showed that the area around the intersection of 13<sup>th</sup> Street and Walnut Street had clearly become a “hot spot.”

#### ANALYSIS

A study of arrest and calls for service data for the area showed a disturbing increase in criminal activity. There were blatant indicators such as shoes strung over a utility wire which is “street signage” for a drug sale spot. Area residents observed individuals carrying guns, and there were several reports of gun fire being heard. An abandoned building on the southwest corner of the intersection was attracting drifters. The location had several unsecured entrances that provided convenient cover for illegal activity.

Across the street, a low income housing project is located whose residents are primarily the elderly and single women. The Art Academy is located nearby and students and faculty are frequently in the area. While local citizens were afraid of directly confronting people they suspected of criminal behavior, they were willing to report suspicious behavior and events and to serve as extra “eyes and ears” for the police. A survey was developed for both the residents and Art Academy students/faculty. The responses indicated that many felt intimidated about walking down the street, particularly at night. If problem solving efforts were even partially successful, the result would improve the quality of life for area residents.

#### RESPONSE

Contact was made with various City departments including Building & Inspections, Fire, Health, Law, and the Police. It was readily determined that there were local ordinances, as well as state laws and regulations, whose enforcement could help alleviate the problems. The owner of the problem building was contacted and informed about the situation on his property; by July of 2006, significant improvements had been made including the securing of vacant apartments and boarding broken doors and windows. Concentrated enforcement of laws regarding loitering and illegal drug activities was made.

#### ASSESSMENT

There has been a significant drop in the number of calls for police assistance due to criminal activity in the area. Correspondingly, arrests have decreased. The area continues to be monitored by concerned area residents and crime statistical analysis.

#### What makes a Crime “Hotspot”?

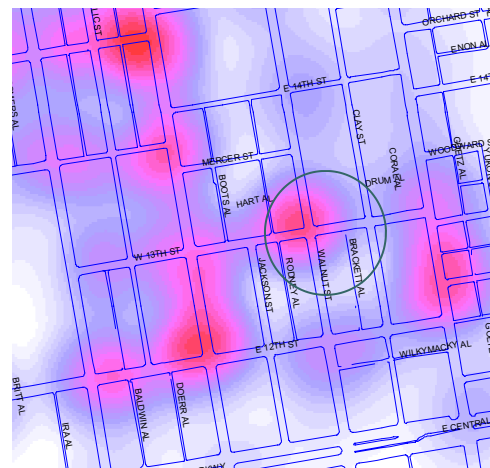
Crime is not spread evenly throughout the city’s neighborhoods. Part of problem-oriented policing includes identifying high-crime-density areas called “hot spots.” A “hot spot” is an area that has a greater than average number of criminal or disorder events, or an area where people have a higher than average risk of victimization.

Once a hot spot is identified, CPD works to determine what types of crimes are being committed, the underlying cause of the criminal activity, and responses that can be implemented to reduce or eliminate the problem.

There are four categories (called indices) used to determine Cincinnati Hot Spots: Drugs, Violence, Disorder, Part 1 Crimes (aggravated assault, auto theft, burglary, homicide, rape, robbery, theft):

- Drugs, Violence and Disorder are calculated by calls for service
- Part 1 Crimes are determined by completed offense reports

Each month areas are ranked in the four indices, with areas scoring in the top 50 of all indices considered to be in need of extra attention. The rankings for the current month are then compared to the previous month. A reporting area is identified as a **hot spot** when it is ranked highest in both the current and previous month.



CPD crime analysts provide Calls for Service Density Maps like the one pictured here (13<sup>th</sup> and Walnut located in center) to officers as one tool to demonstrate “hot spots.”

## East Price Hill– Warsaw CPOP Team

### Drug Sales, Disorderly Conduct

#### SCANNING

Day and night surveys confirmed increasing criminal activity, particularly illegal drug sales, in the area of McPherson Street and Warsaw Avenue. The Price Hill Safety Community Action Team (CAT) had received numerous complaints from area citizens and observed the area over a period of time. A survey of residents provided detailed lists of people suspected of criminal activity who were seen frequently in the area.

#### ANALYSIS

Over the last three years, there had been a 33% increase in calls for police service and reports of suspected criminal activity in this area. Residents reported they felt intimidated by adults and youth who loitered at corners. The neighborhood was in physical decline as indicated by litter, increasing physical blight and people moving out of the area. Poor lighting in the area made hiding easier in recessed doorways and other areas with heavy shadows. The criminal activity started during the “after school” hours beginning around 2 p.m., peaking by 5:30 and continuing through the evening. The problems have traditionally escalated in the summer months, when more people were outside and youngsters were out of school. Drug dealers kept the street under constant surveillance utilizing lookouts with binoculars.

#### RESPONSE

Beginning in mid-April, the group Price Hill Will coordinated the efforts of various community members in addressing the issues. Group members repainted vacant buildings on one block with white paint, which sent a distinct and strong visual message that there was activity in the area with more things to come. The painting provided a sense of ownership to the block and the use of white paint acted as a light reflecting agent, helping brighten the block even under low light conditions.

The CPOP team developed an initiative called “Cool Down, Wise Up” which began on July 19. The work included the dispensing of information on employment opportunities, drug rehabilitation services, and other needed social services. The group submitted to the Keep Cincinnati Beautiful project an application to “Adopt a Spot” in an effort to establish a long-term guardianship of the area. There have also been brainstorming sessions to come up with new ideas for addressing problems. This effort has increased local residents feelings of ownership of the resolution process.

Contact was made with the owner of one of the area’s few remaining merchants, Meyer’s Hardware, to discuss the effect the negative environment has had on business and what activities will be involved in improving the area. Building & Inspections and the Health Departments have issued citations for code violations to owners of vacant and abandoned structures. Trespass letters were updated for local businesses.

#### ASSESSMENT

This program is in its early stages. However, the CPOP team is approaching its work with enthusiasm and energy. They acknowledge the difficulty in getting through to the youth who congregate on McPherson and Warsaw because of their distrust for both the police and the community members who are working to make a difference. This is a complex issue and one not easily resolved. Social service agencies have been contacted to help deal with some of the issues of lack of education and resultant unemployment of the individuals who are congregating in the area. Progress may often be measured in inches, not yards, but work is being done to improve the neighborhood.

**Price Hill CPOP team members took the initiative to address the underlying causes of crime by handing out information on the streets describing services available to the community.**

Please help support Price Hill! The Team could use as much time and energy as you can give!

## COOL DOWN, WISE UP!

Drug sales are rampant on the corner of Warsaw and McPherson. The community is noticing and **TAKING ACTION!**

“Cool Down, Wise Up!” is the latest initiative of the Warsaw CPOP (Community Problem Oriented Policing) Team. It is an effort designed to help people cool down in the heat of summer with a refreshing drink, while simultaneously providing them with information regarding job placement opportunities, drug rehabilitation services, and other much needed assistance.

### What can you do to help?

For police response to current criminal activity: 765-1212

If you want information about drug or alcohol treatment, call the Recovery Health Access Center (24/7): 281-7422

If you know someone that needs help with job, personal, or family issues, call the United Way Helpline: 211

If you want further information on becoming involved with the Warsaw CPOP Team, or any Safety Initiatives in the Price Hill area contact:

Jason Pastoor  
Price Hill Will  
513-251-3800

OR

Dave Tobias  
Community Police  
Partnering Center  
513-602-1691





## College Hill

### Disorderly conduct-fighting, assaults, trespass

#### SCANNING

Physical altercations after school on or near to Aiken High School were becoming common place. Area residents and business owners/managers were upset that many of these fights were on their private properties. In addition, many expressed alarm over the masses of uncontrolled students.

#### ANALYSIS

Students were using cell phones to call or send text messages to line up allies to take part in what varied between shouting matches and shoving to full blown fist fights. From January 2004 to December 2005, there were 339 calls for service and 219 arrests, which included 26 arrests for assaults where the victim was injured. Virtually all of the arrested suspects were Aiken High students, but did not live in the community of College Hill. Local residents were avoiding the area, resulting in a loss of commerce for the businesses located there.

#### RESPONSE

On August 23, 2005, a policy was implemented prohibiting students from possessing or using personal cell phones during school hours. This is a “no tolerance” policy for cell phones on Aiken High School’s campus.

This May, CPOP teams and committees that included parents, teachers, principals, police and local community leaders implemented a dress uniform policy to help identify Aiken students from non-Aiken students. This policy is:

- Traditional students – black shirts, tan pants
- University students – blue shirts, tan pants
- Career students – red shirts, tan pants.

With the start of the 2006-2007 school year, all Aiken students are required to wear the appropriate uniform to school.

The School Resource Officer (SRO), in conjunction with beat officers, has occasionally rerouted traffic as needed to prevent potentially violent situations from erupting. This has proven to be a very effective means of eliminating potential disorderly conduct. In addition, routine police patrol during the key after school hours of 1:45 to 2:00 p.m. is done on an as needed basis to help keep behavior upon school dismissal in check.

The Aiken High School Security Team works inside the school to maintain order and communicates information

regularly to the police. They work closely with CPOP officers and the SRO to diffuse potentially dangerous situations. A video camera is also used after school to monitor the area and help identify problem individuals.

Finally, Citizens on Patrol units have provided effective extra eyes and ears by monitoring the area from Belmont Avenue to Hamilton Avenue up to Davey Avenue.

#### ASSESSMENT

The plan was instituted without problems. The uniform policy has been very effective in helping identify students as they exit school property on their way to the metro bus stops. The challenge may be in keeping the students who behave in a disorderly and violent fashion from returning to Aiken High School. These students are making it difficult for the other students who wish to learn and achieve from getting all they wish to out of their time in school.





## Clifton/University Heights/Fairview

### Armed Robberies

#### SCANNING

Several robberies had taken place in the area around 2300 Stratford Avenue (Vine to Ravine Street between Calhoun and Klotter Streets).

The suspects were teenage and young adult African-American males. Of particular concern was the fact that the suspects were often armed.

#### ANALYSIS

In calendar year 2005, there were 83 aggravated robberies in the Clifton Heights community; in 59 cases the suspects were armed with a firearm or knife. 56 of the incidents took place between 8 p.m. to 5 a.m. During this same time period, the CPD had made five robbery arrests, leaving 78 cases unsolved.

#### RESPONSE

Beat officers increased their visibility and intensified their patrols. Property owners installed additional lighting and surveillance cameras to deter criminal activity. The University of Cincinnati Police have extended their patrols into the area to discourage criminals. UC formed a Safety Committee that includes a Student Disturbance Committee that e-mails students about area criminal activity and gives them safety tips. The Clifton Heights Improvement Association (CHIA) obtained a Safe and Clean grant to purchase and install lighting throughout the community's residential area. Thus far, 100 lights have been installed on houses, with two to five additional lights going up on houses each month. In about 15 cases, the owners of rental property chose to install lighting at their own expense. Several months ago, the police arrested a prime suspect and since then the robberies have nearly stopped. CHIA and WLWT developed a project to install two 20-foot light poles on Warner Avenue; one has been installed with the other awaiting installation.

#### ASSESSMENT

The education of the public, particularly students, on personal safety and how to avoid being a victim, coupled with increased lighting has been a major help. In addition, the arrest of the prime suspect has significantly reduced these incidents; an investigation is underway to see if the person arrested may have been involved in other crimes.



## One Year Later ...Kennedy Heights

### Drug Trafficking and Loitering

In October 2005, the Kennedy Heights CPOP team reduced drug sales at Kennedy Avenue and Woodford Road by working with District 2 police and various city departments to reclaim a bridge that had been a location for drug transactions. The team sealed the cracks and fenced off the area under the Kennedy Avenue Bridge where drug dealers were hiding their “product.” They also designed and affixed concrete “bumps” to the bridge, using halves of plastic Easter egg molds to create very uncomfortable seating for those who had been accustomed to sitting on the bridge all day waiting for drug “customers” to drive by.

#### SCANNING

In the year following this effort, residents observed an increase of drug sales at the nearby intersection of Kennedy and Zinsle Avenues, particularly after a corner house was foreclosed and became vacant. The team was also dismayed to learn of increased calls for service for apartment buildings in the vicinity.

#### ANALYSIS

Analysis efforts included a November CPTED (Crime Prevention through Environmental Design) environmental survey and a Partnering Center examination of the neighborhood calls for service. These efforts led to recommendations such as replacing street signage riddled with bullet holes, property cleanup by volunteers, reclaiming public space by organizing outdoor community events, supporting landlords in the enforcement of rules and trespassing laws, and increased citizen and police patrols.

#### RESPONSE

The Kennedy Heights CPOP team worked hard to come up with ways to increase a “legitimate” presence on the streets. The “Kennedy Heights Nights Out” outdoor community meetings brought together citizens and police, and the Citizens on Patrol conducted regular surveillance on foot. Likewise, community member Jeffrey Weidner organized weekly “Bright Walks.” This walking tour group often had guest speakers to highlight “bright” spots in the neighborhood, always making sure to include the intersection of Kennedy and Zinsle Avenues.

As a result of the meetings between District 2 officers and CPOP team members, the landlords began eviction of tenants suspected of drug dealing. Furthermore, all landlords signed “No Trespassing Letters,” allowing CPD officers to

serve as their agent. Apartment owners also learned strategies to prevent drug sales in their rental units.

Cincinnati police advised Shroder Paideia Academy how to keep students away from drug sales when walking to and from school. The school also mandated student uniforms to make it easier to distinguish students awaiting the bus from loiterers who may be engaging in criminal activity.

#### ASSESSMENT

Observers report that drug activity seems to have decreased at the target locations and the Kennedy Heights CPOP team members sense that residents seem to feel safer as well. They plan to continue with the same momentum that has allowed them to attack two drug markets in two years. While continuing to maintain its other CPOP activities, CPOP members plan to initiate a Block Watch to notify CPD when there is a problem, especially if individuals are observed attempting to hide drugs on a private property. Furthermore, their hope is to introduce neighbors and to build a stronger community and sense of ownership on the street.



**The Kennedy Heights CPOP team conducted four very successful “Kennedy Heights Nights Out” at “hot spot” locations. At these Saturday night community-building events residents were encouraged to sign up for CPOP and/or Citizens on Patrol. Drug treatment and police contact information was also distributed. More importantly, citizens took advantage of the opportunity to exchange information and interact with the police officers serving in their community.**

## One Year Later ...Northside

### Abandoned Buildings, Drug Trafficking & Disorderly Conduct

In Northside numerous vacant and abandoned houses, and a corner store which allowed loitering and may have even profited from the illegal activity, were cited as underlying causes for the neighborhood's blight, drug dealing, prostitution and accompanying gun violence. The CPOP team citizens, the Violent Crimes Squad, beat officers, Community Enforcement Response Teams, Street Corner Unit and Partnering Center staff pooled their resources and worked tirelessly and to mobilize citizens, clean up the neighborhood, get offenders off of the street and force the store to shut its doors.

The Northside CPOP Project has been recognized as a local "best practice" and has produced a successful template for future problem solving efforts. In addition to winning multiple CPOP awards, the project was also part of a community development initiative which was recently recognized by the MetLife Foundation as one of the "top four Community Redevelopment projects in the nation." This honor included a \$15,000 grant to assist the group in directing their skill, energy, and knowledge of CPOP and other problem solving techniques to other areas of Northside.

#### SCANNING

One year later, the Northside CPOP team is now focused on the multiple problems of drug dealing, disorderly youth, prostitution and graffiti in the area of Lakeman, Witler and Hanfield Streets. Similar to last year's Fergus Street Project, this new CPOP target area is exacerbated by multiple abandoned buildings, absentee landlords, and business owners who enable those engaged in disorder and criminal activity.

#### ANALYSIS

As with the Fergus Street initiative, this new project is dependent on the existing partnerships of trust and cooperation between citizens, the police and city departments. Team members have gathered crime data and civil records, talked to police, city officials, residents of the area, and spent many hours observing activity in the area to get a complete and accurate

picture of the situations that exist at this target intervention location. The team has worked closely with the CPD, Cincinnati Department of Buildings and Inspections, City Prosecutor's Office, the CPPC, Northside Citizens on Patrol, Blockwatch 45223, the Northside Community Council, Churches Active in Northside (CAIN), property and business owners, and other concerned citizens and stakeholders. This extensive network of allies – honed during last year's Fergus Street project – has allowed the CPOP Team to approach this new problem area in a thorough and comprehensive manner of response.

#### RESPONSE

Building on the successes of the Fergus Street project, a major focus of addressing this and other new problems in the community has been to continue to demonstrate a strong presence and a sense of "community ownership & interest" throughout the neighborhood. As an example, regular "stooping" events invite and encourage residents and others to sit out with their neighbors in an area plagued by disorder. Likewise, Northside COP routinely patrols this area to provide a "presence" there, and then reports back to the CPD and the CPOP Team about what it observes.

Perhaps most impressive since the Fergus Street project was completed, CPOP members and other Northside stakeholders have truly "put their money where their mouth is" by purchasing property in the CPOP target area with their own money, including a neighborhood bar, a previously abandoned and neglected residential house, and a rugged plot of ground on Witler Street which will soon become the "Northside Community Garden."

Last year's successful Fergus Street project has inspired the Northside CPOP team to continue their efforts to reduce crime and disorder, and improve safety and quality of life in their historic neighborhood!



Northside 2005



Northside Today

**A corner market in Northside had become a center of crime and disorder problems. When the Northside CPOP team made it clear to the market's owners that the situation would not be tolerated, the owners surrendered their liquor license and closed.**



# Other Problem Solving Initiatives

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## CPOP Is Wholeheartedly Embraced by City of Cincinnati

It is rare for an urban police agency to commit to CPOP as the primary method of creating public safety. Not only has CPD embraced CPOP, Cincinnati has gone a step further by ensuring that *all* City departments use CPOP to craft coordinated responses in accordance with Collaborative Agreement Item 29(a): “The City, in consultation with the other Parties, shall develop and implement a plan to coordinate City departments with the CPOP focus of the CPD.” As a result, CPOP has become the guiding mechanism for creating solutions even in situations where no formal CPOP team is formed.

## Price Hill

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### Prostitution and Drug Sales

#### SCANNING

The homicide of an Elder High School student on Glenway Avenue in 2004 both shocked and galvanized the community of Price Hill. This incident became a rallying cry for residents and their council members to address the increase in crime and violence in their community.

#### ANALYSIS

The last 10 years have seen a significant increase in violent crime in District 3. The West Price Hill business district on Glenway Avenue has become a “hot spot” with frequent calls for service for such issues as loitering, drug sales, disorderly juveniles, crowds, fights, assaults, street robberies, graffiti and related crimes. An apartment building with attached store fronts was an area of particular concern with over 200 calls for service resulting from activities at this property.

**RESPONSE**

The social agency called “Price Hill Will” formed a sub-group, Price Hill Community Action Team (CAT) charged with organizing citizens to reclaim their community’s quality of life and seek community development opportunities. Price Hill CAT organized weekly walks of area citizens where they picked up litter and made a strong visual presence to the criminal element in the area, letting them know they were being watched. Various city departments were notified about a variety of code violations or the need for investigation of unsafe circumstances. Graffiti was removed and District 3 targeted the area with walking patrols in the late afternoon and evening hours, who operated with a zero tolerance policy for jaywalking, littering and other quality of life issues.

**ASSESSMENT**

According to CPD data, crime has decreased in the area of the targeted walks due to the addressing of problems identified by Price Hill CAT and actions being taken to correct or eliminate them. The problem apartment building that had been a focal point of criminal activity has been sold to the city and is now vacant and securely boarded. The increased number of walking patrols and the citations that went with them has reduced crowds and disorderly behavior by juveniles. Calls for service in the two-block hot spot area have dropped nearly 90%.

## North Avondale

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### Drug sales and drug use

**SCANNING**

A 95-unit apartment building at Reading Road and Chalfonte Place had become a “hot spot” for District 4 with numerous calls for service linked to serious crimes including drug sales, prostitution, robberies, and burglaries, plus several incidents of shots being fired. Both police and area residents were aware of increased traffic in the building. Prostitutes were having sex and sleeping in the hallway. Many of the building’s residents were older and lived in fear.

**ANALYSIS**

An investigative unit and the neighborhood officer analyzed crime statistics and saw a clear pattern in the area of this building with drug dealers being the primary culprit. The landlord provided the CPD with a tenant roster which enabled CPD officers to identify tenants who were involved with drug activities, as well as wanted for other offenses and/or who had histories of violent behaviors.

**RESPONSE**

The District Four investigative commander, Lieutenant Gary Brown, put together a team of the neighborhood officers, investigators, and members of the Violent Crimes Unit in a covert operation. A video surveillance was set up which recorded undercover buys of illegal drugs. It was determined that there were four apartments with a total of five tenants involved and multiple search warrants were obtained for their units. A second list was comprised for other tenants wanted on prior offenses and not related to the search warrant. On November 16, 2005, the Strategic Weapons and Tactics (SWAT) team entered the four apartments, making five arrests and seizing 59.40 grams of crack cocaine, 7.5 grams of marijuana and three firearms. Three additional people were arrested on unrelated warrants.

**ASSESSMENT**

During the assessment phase, a police detail funded by police visibility overtime was formed. The officers patrolled inside and outside the building, making their presence well known to tenants. Those tenants who had been involved in the drug trafficking were evicted.

The calls for service at this location were reduced by 60%; for a short period of time, it was dropped off of the “hot spot” list, but due to crime and disorder at surrounding buildings it has been relisted. Nonetheless, the project is considered to have been successful and monitoring has continued to keep things under control. The other tenants in the building have been vocally appreciative of their residence’s increased safety.



**The courtyard in the middle of this 95-unit complex, a high-traffic area hidden from the street, used to be a haven for illegal activity. Citizens and police formed a strong partnership to drive out drug dealers: community members allowed CPD on property to take pictures of drug activity, the fire department turned over floor plans, and a printing company enhanced the diagrams.**





# Avondale Youth Gun Violence Initiative

## A New Approach in Cincinnati to Reduce Gun Violence through Intervention of High Risk Individuals

Violent crime rose dramatically in Cincinnati in 2001 and 2002, and despite some decline over the past two years, it still remains at a significantly elevated level. Gun violence is the most pronounced and is concentrated in a few communities.

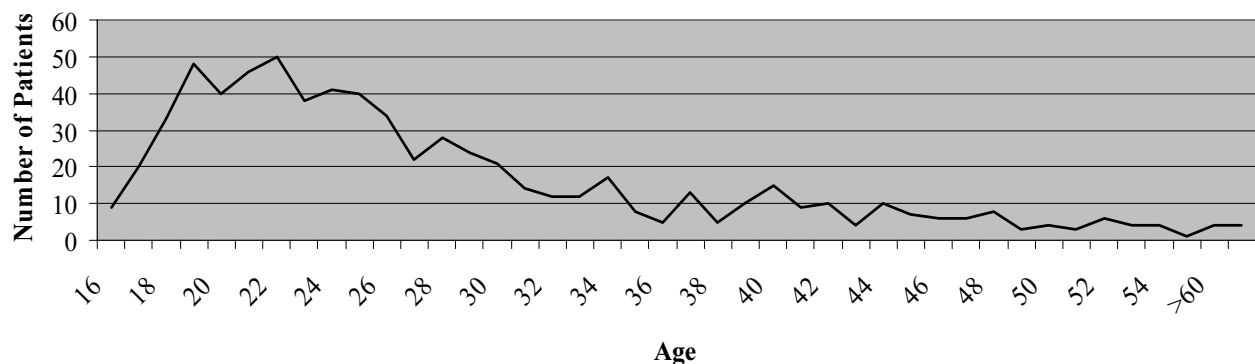
Avondale, a diverse, mixed income community in the heart of Cincinnati, is no exception to this troubling trend. Over the past few years, Avondale has had the second or third highest reported incidents of violent crime of Cincinnati's 53 communities (although the per capita crime rate is lower than several other communities). While not all reported violent crime involves the use of a weapon, many offenses do. Thus, focusing attention on the prevalence of violent crime as reflected in the following trends is the beginning of an effort to reduce violent crime in general, and gun violence in particular.

<i><b>Avondale Crime Statistics*</b></i>			
<b>Offense</b>	<b>2004</b>	<b>2005</b>	<b>2006*</b>
Aggravated Murder	0	1	0
Murder	2	6	2
Aggravated Robbery	117	81	42
Robbery	38	54	14
Felonious Assault	87	70	41
Aggravated Assault	0	1	1
Assault	257	255	124
Improperly Discharging Firearm at/into Habitation/School	9	12	3

\* Data is from selected reporting areas in Avondale. Data for 2006 is from January through June.



### Gunshot Wound Cases by Age



**Compelling data from Jay A. Johannigman M.D., FACS, Director, Division of Trauma and Critical Care at The University Hospital Cincinnati, shows that teens and young adults comprise the majority of gunshot wound patients.**

In May 2006, Richard Biehl, Executive Director for the Community Police Partnering Center (CPPC), discussed with CPD Chief Thomas H. Streicher, Jr., the interest in piloting a youth gun violence reduction initiative in a community in District 4 of the CPD. After Streicher expressed support, Biehl met with Captain Richard Schmalz and District 4 police staff for additional discussion. Schmalz and his staff expressed unanimous support for a program to reduce gun violence in Avondale.

While several neighborhoods could have been selected to pilot this comprehensive Youth Gun Violence Initiative, Avondale was selected in large part because of the community's many existing assets, including a number of committed individuals and organizations who are already actively working for positive change in Avondale.

**THE AVONDALE VISION PLAN AND THE BURNET AVENUE REVITALIZATION STRATEGY ADOPTED BY RESIDENTS IN MARCH 2005 CAN BE VIEWED AT**  
[WWW.AVONDALECOMMUNITYCOUNCIL.ORG](http://WWW.AVONDALECOMMUNITYCOUNCIL.ORG)

"We are aware of the challenges within Avondale," commented Avondale Community Council president Patricia Milton, "Our heads are not in the sand. We are outraged that there have been lives lost in Avondale, [but] we find hope and energy that there are residents in our neighborhood who have worked for years to turn Avondale into a neighborhood of choice." Milton highlighted the work of the Community Council, which created an "Avondale Vi-

sion Plan" (adopted by residents in 1995). Additionally, more than 30,000 people drive through Avondale daily on their way to work. The community has worked with the Uptown Consortium, area organizations, and churches. It also has made diligent efforts over the past three years to realize a multiple phase redevelopment project - The Burnet Avenue Revitalization Strategy. Phase One of this Strategy is a \$100 million project that will result in new housing, retail and office space on Burnet Avenue, which is one of Avondale's three main business districts.

Building on these assets and with the police partnership and commitment firmly established, the CPPC reached out to the Council through Fulton Jefferson, Avondale Community Council Trustee and Ozie Davis, Avondale's Local Initiatives Support Corporation (LISC) representative, to determine community support of such an initiative. Both men expressed full support for working in cooperation with Cincinnati Police and other community groups to develop a comprehensive program to reduce youth gun violence.

Subsequent meetings of the Avondale Youth Gun Violence Initiative Working Committee have included representatives from the Avondale community along with Hamilton County Common Pleas Court Probation, Adult Parole Authority, Juvenile Court Probation, Ohio Department of Youth Services, and the Cincinnati Human Relations Commission Youth Street worker Program. The meetings have focused on delineating the methodology and role of the participants. In order to effectively address youth gun violence in Avondale, the participants decided to utilize the SARA problem solving methodology to:

- Identify “hot spot” locations, “hot” times, repeat offenders, and repeat victims in order to define target location/times and the target population;
- Perform analysis of above data to determine what contributes to the problem (e.g., community norms favorable to gun possession and use, concentrated gun possession/trafficking, neighborhood disputes, drug markets, etc.);
- Design intervention (response) strategies based on the analysis; and
- Evaluate interventions.

In addition to the information to be obtained through analysis regarding offenders, law enforcement representatives are collaborating to identify youths at risk of gun crime involvement who live in, work in, or frequent Avondale. Representatives of adult/juvenile probation and parole organizations have been requested to identify parolees and probationers who live or have been arrested in Avondale and have prior arrest histories for gun offenses.

The purpose behind identifying these individuals is to make sure the police are accurately informed regarding the conditions of their community supervision. The intention is to prevent gun violence via weapons searches, home/community visits, specific deterrence messages, and similar efforts. This information will be augmented by information gathered from various community sources. For those youth under community supervision, the law enforcement partners will work together to ensure conditions of probation/parole are followed. In addition, the law enforcement partners and community representatives will work to connect youth to community resources such as employment counseling and placement services, educational programs, recreational activities, and other needed services as part of the intervention strategy.

While the specific role that each party will play is still being defined, it will likely include:

- Post-incident intervention by community representatives to prevent retaliatory violence and to encourage cooperation with police;
- Initiatives to change community norms (making the existing tolerance for illegal gun possession, as well as gun carrying and use socially unacceptable);
- Prompt reporting of illegal gun activity;
- Creation of effective alternatives for youth engaged in illegal gun activity; and

- Conducting community educational forums to inform community members about the risks of illegal gun possession, carrying, and use.

The CPPC staff and CPD’s District 4 personnel plan to conduct environmental assessment assessments of high-incident locations of gun violence. This will help determine what social and physical environmental characteristics may be contributing to the gun violence in those areas. They will track the targeted interventions (e.g. meeting with place managers, organizing residents, code enforcement, etc.) to determine which are most effective in reducing the incidence of gun violence.

Representatives of the Avondale Youth Gun Violence Reduction Initiative participated in a site visit to Chicago to meet with the Executive Director and staff of CeaseFire Chicago to learn more about their successful program. Due to the program’s achievement in significantly reducing youth gun violence, CeaseFire Chicago was highlighted in June 2006 at the “Helping America’s Youth” conference sponsored by the White House and held in Indianapolis.

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ON OUTREACH WORKERS,  
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OTHER COMMUNITY  
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IN CONFLICTS,  
OR POTENTIAL  
CONFLICTS, AND  
PROMOTE ALTERNATIVES  
TO VIOLENCE**

CeaseFire is the first initiative of the Chicago Project for Violence Prevention. The program’s staff works with community-based organizations to develop and implement strategies to both reduce and prevent violence, particularly shootings and killings. The program relies on outreach workers, faith leaders, and other community leaders to intervene in conflicts, or potential conflicts, and promote alternatives to violence. CeaseFire involves cooperation with police and depends heavily on a strong public education campaign to instill in people the value that shootings and violence are not acceptable. Finally, it calls for the strengthening of communities so they have the capacity to exercise informal social control and respond to issues that affect them.

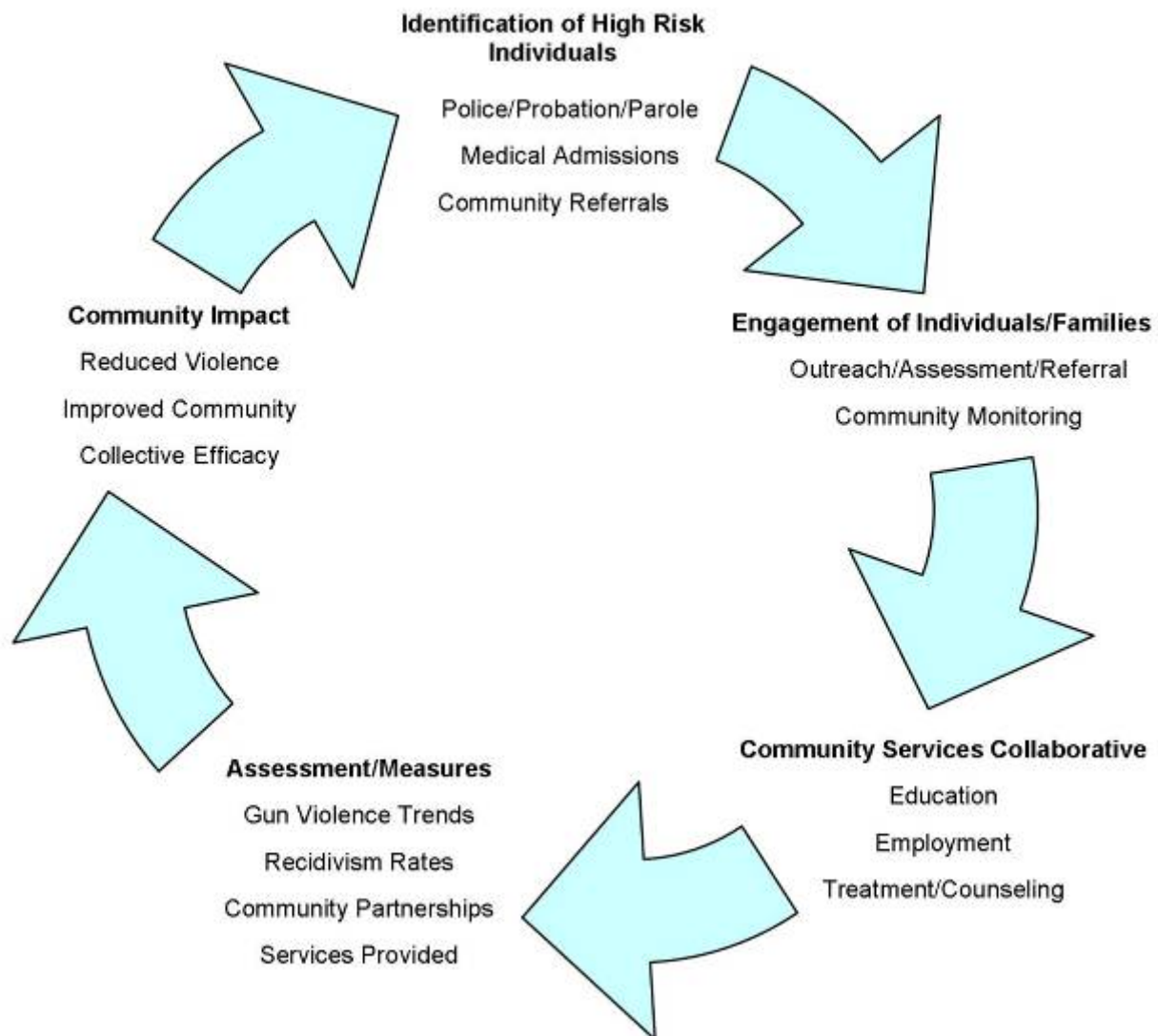
The partners of the Avondale Youth Gun Violence Reduction Initiative are actively working to learn effective strategies, such as what CeaseFire has taught them, to intervene in youth gun violence and implement these strategies in their community. The success of this work will ultimately be dependent upon the mobilization of such community organizations as the Uptown Consortium, Cincinnati Public Schools, University and Children’s Hospital Medical Centers, the Urban League, LISC, the Avondale Community

Council, area churches, and most importantly, the residents of Avondale.

Community Council representatives Milton and Jefferson, and LISC representative Davis are committed to this process and taking a leadership role in bringing other citizens on board. "Neighborhoods are strengthened through relationships and by taking ownership of the problems that need to be resolved within our communities," Milton said. "Our vision is beyond the violence of a few and the undesirable conditions of the lives of many struggling families...within Avondale. Don't give up on Avondale – what we are today is not who we are working and have a vision to become!"

**"OUR VISION IS  
BEYOND THE  
VIOLENCE OF A FEW  
AND THE  
UNDESIRABLE  
CONDITIONS OF THE  
LIVES OF MANY  
STRUGGLING FAMILIES  
...WITHIN AVONDALE"**

## Action Plan for Reducing Youth Gun Violence





# CPOP Awards Banquet

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Recognizing Excellence and Achievement

The Second Annual CPOP Awards Banquet will be held on Thursday, October 26, 2006 at Xavier University's Cintas Center. Local prominent attorney Stanley Chesley and the Uptown Consortium will host the festivities including keynote speaker Dr. Odell Owens, Hamilton County Coroner, and honor the achievements of citizens, police officers, public officials and Friends of the Collaborative who work to promote CPOP in Cincinnati's communities.

Two hundred fifty people attended last year's inaugural CPOP Awards ceremony celebrating CPOP's successful melding of community residents and businesses, the Cincinnati Police Department and the Community Police Partnership Center in working towards safer neighborhoods.

## 2005 Outstanding Community Efforts in CPOP

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The Lower Price Hill CPOP Team was recognized for its work with Santa Maria, Family Center, a neighborhood support organization, and District 3 police to dramatically reduce drug dealing and prostitution at a problem apartment house located near Oyler Elementary School. The team sent a powerful letter to the property owner and manager of the problem building, outlining their legal obligations, and copying appropriate city departments. Within two months, the troublesome tenants were evicted and the building was boarded up and secured. As a result of the CPOP team's efforts, this "drug and sex market" was dismantled.

### The Pleasant Ridge Safety & Quality of Life

Committee was honored for their use of the SARA process to address drug activity and other crime in a 70-plus unit apartment complex. 68% of all calls for police service in District 2 for drug possession and sales were linked to this complex. These apartments also had the distinction of being one of the top five spots for calls for violent crimes. The complex had a new owner who wanted to correct the situation. A "Safe and Clean" grant was received from the city which was used to construct perimeter fencing which prevented drug offenders from running away when police showed up. A new property management company cleaned and renovated the property, installed outdoor lighting and hired an undercover police detail. Better screening of prospective tenants was established and the Court Watch program enlisted to track cases of anyone arrested at or near the complex.

The Northside CPOP Team was recognized as an extraordinary example of neighborhood residents and the CPD working together to eliminate a pervasive problem that was threatening the safety and quality of life in Northside. Using the SARA process, the team identified 16 similar assaults on individuals, most of which had not been reported. Because of this, the police were unaware of the scope of the problem. The CPOP team began walking the neighborhood and talking to other Northside residents. Slowly, more residents began to join the team. 14 more assaults were learned about and the information reported to District 5. Three juvenile assailants were identified and eventually confessed. The results were improved relationships with police in Northside, an end to the assaults and a sense of safety and peace of mind helping return to Northside a good quality of life.

## Outstanding Individual Contribution in CPOP

**Police Officer LaDon Laney, District 4** – Honored for his exemplary service to Avondale and his dedication to CPOP, Laney worked with residents, members of the Avondale Community Council, the CPPC and LISC, as well as area businesses, on several CPOP projects to improve community safety. One of the most successful was the demolition of a vacant gas station at the intersection of Burnet and Rockdale Avenues and the demise of its usage for drug dealing and other crimes. Laney was also recognized as a strong advocate for youth. He participated with 75 boys, ages 12 to 18, in a "Youth Lock In" event that included straight talk to the adolescents about the stark realities of drug use, violence and sexual activity.

**Sergeant Maris Herold, District 1** – Herold was commended for her innovative and creative approach to problem solving, her adherence to the SARA process and her dedication to making CPOP successful. She led in the construction of a barricade to close down a "drive through" drug hot spot in Over-the-Rhine. Although the barricade was eventually removed due to the objections of one business owner, it did significantly reduce drug activity in the neighborhood. Since then increased police patrols have helped this situation.

**Police Officer Terri Windeler, District 5** – Newly assigned to Northside at the same time a new CPOP team was being formed there, Windeler has been credited with re-energizing the CPOP process. In her work on the Ferguson Street project, she provided crime data as part of the analysis step, and acted as a conduit to other city depart-

ments in arranging assistance that was part of the response step. She regularly shares concerns and information between the residents and her district superiors, helping facilitate a strong working relationship.

**Ben Pipkin, Kennedy Heights CPOP Team** – Known as "King of the Bumps", Pipkin had the innovative idea of gluing concrete bumps onto the Kennedy Avenue Bridge where drug dealers perched while waiting for potential buyers. By making the bridge uncomfortable for sitting, the bumps drastically reduced drug activity in the area. Pipkin was also recognized for his leadership and communication skill, as well as for being an early proponent for CPOP and the SARA process.



**"King of the Bumps" Ben Pipkin showcases his innovative concrete eggs designed to deter loitering on the Kennedy Avenue Bridge.**



**Amos Robinson and Dorothy Harris, College Hill CPOP Team** – Both were honored for their work with the City's Law Department in organizing a highly effective Court Watch Team. They attended approximately 20 hours of court hearings a week, researched public records to find related background on the cases and earned the respect of both judges and prosecutors for their diligence and attention to detail. Although their input at sentencing hearings is taken seriously, the two have not simply sought punishment for offenders, but have also asked for leniency and rehabilitative assistance when appropriate. They have worked with probation officers to make sure that those offered a second chance live up to their commitment to the College Hill community. The entire College Hill CPOP Team also received special recognition for its participation in Court Watch.

**Tori Houlihan and Dave Henry, Northside CPOP Team** – The nomination form said "The combined contributions of this husband and wife team stand out as an exceptional example of two people working together to achieve remarkable goals." As veterans of Procter & Gamble, they used their business skills to enhance the thoroughness of analysis and responses to Northside's various CPOP projects. They developed and conducted a survey of Fergus Street residents, analyzed and prioritized the responses. This assisted the CPOP team in customizing the response to the specific needs of the neighborhood, result-

ing in tremendous improvements. Their work played a critical role in getting assault victims to document their experiences, which helped police solve more than a dozen previously unreported crimes.

**Tender Mercies, Over-the-Rhine** – A significant reduction in drug-related crime at 12th and Republic Streets is credited to Tender Mercies' highly visible series of events which sent a strong message of community intolerance for drug activity.

**Santa Maria Lower Price Hill Family Center** – The Center hosted breakfasts, events and activities fostering positive relationships of mutual trust and respect between area residents and the officers who serve District 3.

**District 4 Neighborhood Unit** – The ten police officers and one supervisor who comprised this unit served the ten communities that are in this diverse district. From inner city urban neighborhoods to quiet suburbs, District 4 has a population that includes Roselawn's Russian Jews, Carthage's Latinos, Harwell's blue-collar Caucasians and Avondale's thriving African-American community. The officers have conducted youth symposiums, tutored students, chaperoned children at events, and even played Santa Claus to needy youngsters and elderly. They have worked to rid the area of drug activity and to provide at-risk men and women with information about domestic violence, HIV and help for substance abuse.



**The CPPC recognized the successful efforts of District 4 officers presenting an Outstanding Contribution to CPOP Award to them.**

**From the left are Lieutenant Colonel Richard Janke, Officer Linda Sellers, Colonel Thomas H. Streicher, Jr., Sergeant Julie Johnson (holding the award), CPPC Board Member Christina Rice (who presented the award), Officer Wiley Ross, Officer Alex Hasse, Officer Jana Cruse, Officer LaDon Laney, Officer Louis Arnold and Captain Richard Schmalz.**



## The CPOP Partnering Award

The Northside CPOP Team was recognized for its efforts to revitalize Fergus Street, a major crime spot. With 40% vacant buildings and fewer than 20% owner-occupied homes, the area had multiple problems for many years including litter, trespassing, drug activity and arson. In 2003 and 2004, Fergus Street had the most calls for service and reported crime in Northside.

Assisted by the Keep Cincinnati Beautiful organization, three Fergus Street clean-ups were conducted. Team member David Henry received permission from several property owners to cut trees, grass, and weeds, and haul out trash on their property. Several outdoor events were held on the street, including cookouts and marshmallow roasts, to involve residents in enjoyable activities and foster positive relationships. Churches Active in Northside (CAIN) invited residents to take part in a program that addressed relevant issues and concerns. The team worked with the City Law Department, Police Department and Code Enforcement Response teams to deal with properties that had code violations. The organization Working in Neighborhoods (WIN) purchased and renovated several houses

which then went into the hands of responsible new owners and landlords. A Community Development Corporation has re-emerged on Fergus Street and additional properties are in the process of being redeveloped. The owner of a convenience store that had been a source of problems voluntarily gave up his liquor license which helped cut down on loitering. A Children's Park that had been taken over by drug dealers was refurbished in early 2006, with the assistance of a City Safe & Clean Neighborhood grant, and is now safe again for youngsters and their parents.

New community leaders have emerged in Northside, partnerships with neighborhood agencies and city departments strengthened, and a sense of pride has returned not just to Fergus Street, but throughout Northside.

**THE PARTNERING  
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AND CITY OFFICIALS/  
CITY POLICE WORK  
TOGETHER TO BETTER  
THEIR COMMUNITIES**

## Special Recognition

**Police Specialist Terry Cox** – Cox was recognized for his work in South Fairmount to handle concerns about increased traffic congestion and safety issues around a newly opened school. There was a rush hour hazard for students boarding buses that waited in a “no parking” zone in front of the school. These buses blocked access to area businesses and the traffic back-up was frustrating to drivers. Working with the community council president, the Cincinnati Public Schools Transportation administration and its security office, the City's Traffic and Engineering department, Peterman Bus Service and the principal of Orion Academy, the team put an organized response in place. Safety guards were posted at dismissal times, the location for bus entry and exit was altered and letters were sent to parents explaining the new traffic patterns. In addition to initiating this project, Cox volunteered to monitor the dismissal each day to handle any difficulties that arose as the plan was implemented. Dismissals now run smoothly with minimal waiting for motorists, fewer complaints from businesses and a safer environment for students.

**Officer Steve Ventre** – A strong advocate for Lower Price Hill residents, agencies and organizations, Ventre has worked to build a relationship of trust and mutual respect.

Those who nominated him described Ventre as accessible, a strong partner and a valuable conduit to getting things done with various city departments. While working with a CPOP team on a problem apartment building, he was cited for his constant daily vigilance and his follow-up with tenants who needed help with substance abuse. The result was the elimination of drug and crime problems at the location.

**Prencis Wilson, Madisonville CPOP team** – Initially reluctant until a sister encouraged her to “get out of the house and get involved,” Wilson has been a dynamic and energetic volunteer. In addition to chairing her community CPOP team, she serves on several community action organizations and in 2006 became president of the Madisonville City Council. In every venue, she champions the effectiveness of CPOP and is considered one of the program's most dedicated ambassadors.

**The Evanston CPOP team** – Early work to “shine a light” on CPOP by the Evanston CPOP team has earned them appreciation for their on-going support of the CPOP process. They are an example of the positive results when citizens and police work together to resolve problems.

The College Hill CPOP Team received special recognition for their diligence in following up on cases involving

neighborhood offenders. Learn more about this dynamic team in the write-up of Robinson/Harris on page 32.

## Friends of the Collaborative Award

The Friends of the Collaborative is a group of committed individuals and organizations who volunteer their time and expertise to support the Collaborative Agreement, and the formation of CPOP Teams in Cincinnati's neighborhoods. Three Friends organizations were honored for their outstanding work:

**Woman's City Club of Greater Cincinnati** – Since forming its Collaborative Agreement Action Group (CAAG), the Women's City Club of Greater Cincinnati has furthered the mission to encourage city-wide community participation in implementing the goals of the Collaborative Agreement by sponsoring community and youth forums.

**Cincinnati-Hamilton County Community Action Agency (CAA)** – By providing meeting space and advice

on implementing successful outreach to area social service, community and faith-based organizations, the CAA has proven a strong supporter of the Collaborative Agreement and provided invaluable assistance to the Partnering Center.

**Tri-State Regional Community Policing Institute (RCPI)** – The Tri-State Regional Community Policing Institute is a vital ally in implementing CPOP throughout the city. The organization provides training for Partnering Center staff, Cincinnati Police and community members in SARA and other crime prevention methods, loans audio-visual equipment for events and shares its extensive library of "Best Practices" materials.

## The President's Award

Donna Jones Stanley, President and CEO, Urban League of Greater Cincinnati – the Partnering Center President bestows one President's Award to honor the commitment to the vision and implementation of the Collaborative Agreement. In 2005 the inaugural recipient of this award was Donna Jones Stanley. Under her leadership the Urban League serves as the host agency for the Community Police Partnering Center.



**President Award recipient Donna Jones Stanley (center) with monitor Saul Green (left) and CPPC President Herb Brown**

# CPOP Summit

## CPOP's First "Summit" A Solid Success!

Nearly 300 Greater Cincinnati citizens took part in an all-day series of meetings that comprised the first annual CPOP Summit on April 8 at the Community Action Agency on Langdon Farm Road. In addition, 33 members of the CPD took part in the event as speakers, CPOP information resources and general participants.

Co-sponsored by the Community Police Partnering Center (CPPC) and the CPD, support for the event was also provided by the Fraternal Order of Police (FOP), the Community Building Institute of Xavier University and the American Civil Liberties Union (ACLU).

Following the opening remarks from sponsors, a history of the Collaborative Agreement was shared. The group then broke into a series of break-out sessions on nine different topics that reinforced the CPOP philosophy of citizens working in partnership with police to proactively prevent problems, as well as solve existing ones. Some of the subjects covered in the breakouts were "Blighted and Abandoned Buildings," "Block Watch and Citizens on Patrol," "Landlords and Crime Prevention," and "Citizens Responses to Open Air Drug Dealing." Participants were given practical tips and contact information for various community resources.



**CPPC's Amy Krings Barnes instructs citizens how they can shut down drug markets in their neighborhood. Sergeant Carolyn Wilson co-facilitated this session.**

"I continue to be amazed at the transformational power of the CPOP methodology to improve community safety, as well as improve police community relations. When this work is embraced, it is amazing to watch the evolution. The change is from police in the community as external control agents, to police and the community as partners in the co-creation of safer communities, to police as community, being accepted as integral members of the community and embraced by others in that role. That is powerful stuff to watch," says Rick Biel, CPPC Executive Director.

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The day wrapped up with a panel discussion which included Biehl along with Police Relations Manager Greg Baker; CPOP Coordinator Lieutenant Larry Powell; FOP President Kathy Harrell; City Councilman Cecil Thomas and Al Gerhardstein of the ACLU. During this session, Councilmember Thomas, Chair of City Council's Law & Public Safety Committee, pledged to introduce legislation in to preserve and support CPOP and the Collaborative Agreement beyond the August 2007 expiration of the court document.

Post-event evaluations indicated that the Summit was well received by participants. Speakers and their subject matters were given high marks, with open-ended comments offering suggestions for future Summits.



**CPD Sergeants Eric Franz and Julie Johnson explain how citizens can form Citizens on Patrol and Block Watch groups.**

**" THE CHANGE IS FROM POLICE IN THE COMMUNITY AS EXTERNAL CONTROL AGENTS, TO POLICE AND THE COMMUNITY AS PARTNERS IN THE CO-CREATION OF SAFER COMMUNITIES"**



**Panelists at the final presentation emceed by Byron White, Executive Director of Community Building Institute (standing), were from the left: ACLU's Al Gerhardstein; CPD's Greg Baker; FOP's Kathy Harrell; City Council's Cecil Thomas; CPD's Larry Powell and CPPC's Rick Biehl.**



# Looking Towards the Future

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As the Collaborative Agreement enters into its final year of implementation, the commitment to and success of Community Problem Oriented Policing (CPOP) needs to be the primary focus. All Parties to the Collaborative Agreement, as well as the Community Police Partnering Center, and community stakeholders, need to work together in a true spirit of collaboration and partnership to continue to address neighborhood crime and disorder issues through the SARA problem solving methodology. At the same time, community building and economic development need to be included as a critical part of this process.

While this commitment is vital to the success of CPOP, it will require clarity and leadership to ensure these outcomes, specifically, the key role of police leadership. However, police leadership does not bear the sole responsibility in the sustainability and success of CPOP. As Collaborative Agreement Parties, the American Civil Liberty Union and the Fraternal Order of Police also share responsibility for advancing CPOP with a significant supporting role being provided by the Community Police Partnering Center. Ultimately, it will require citizens to embrace and perform a much greater and evolved role in being co-creators of the safety in their neighborhoods by learning and applying the situational crime prevention strategies that are a core component of CPOP.

In this final year of the Collaborative Agreement, it is necessary to take some risks. Most problem solving efforts, although focusing on safety matters of importance to citizens and neighborhoods, have been on relatively small scale initiatives. These efforts have concentrated on problem buildings, street corners or city blocks. Other cities have implemented quite effective problem solving initiatives affecting larger areas – neighborhoods or citywide gun violence – to achieve significant, sustainable, and at times, miraculous reductions in violence, illegal drug activity, or other crime and disorder problems.

The parties to the Collaborative Agreement and the Community Police Partnering Center are committed to continuing our work with citizens to implement quality, successful, and jointly-facilitated problem solving initiatives. Our citizen partners have generously given their time, energy and passion to making our city safer and a better place for all to live, work, worship and play. They deserve no less than our best efforts to assist them in return.

We thank Cincinnatians and other concerned citizens who have joined us in this important work of creating safer communities! We look forward to your dedication and support in the year ahead!!





## Cincinnati Police Department

*Colonel Thomas H. Streicher, Jr., Police Chief*

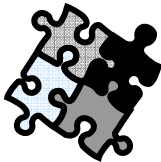
*S. Gregory Baker, Executive Manager of Police Relations Section*

*Lieutenant Deborah Bauer, Community Relations Unit*

*Katie Werner, Police Officer*

*Shannon Johnson, Administrative Technician*

COMMUNITY POLICE  
PARTNERING CENTER



## Community Police Partnering Center

*Richard Biehl, Executive Director*

*Doreen Cudnik, Senior Community Safety Specialist*

*George Roberts, Community Safety Specialist*

*Amy Krings Barnes, Senior Community Safety Specialist / Trainer*



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